

Government of the Northwest Territories

2001 Public Service Annual Report



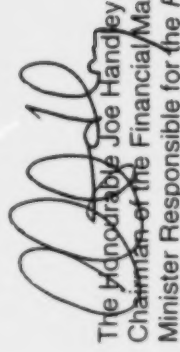
Northwest
Territories Financial Management Board Secretariat



THE HONOURABLE TONY WHITFORD
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the calendar year 2001 on the management and direction of the Public Service of the Northwest Territories, in accordance with the *Public Service Act*.

Respectfully Submitted,


The Honourable Joe Handley
Chairman of the Financial Management Board
Minister Responsible for the *Public Service Act*



MESSAGE FROM THE CHAIRMAN

I am pleased to present the 2001 Public Service Annual Report for the Government of the Northwest Territories (GNWT). This report provides information on the management and direction of the public service of the Northwest Territories.

The GNWT public service adheres to a high standard of integrity in the delivery of programs and services to the public of the Northwest Territories. This standard is maintained through the recruitment and retention of public servants who are professional, service-oriented and who are supported through effective professional development programs. Public confidence in the integrity and impartiality of the public service is further recognized and documented in the Code of Conduct, which must be adhered to by public service employees.

A representative public service composed of Northerners is a key priority of the GNWT. This is the central focus of the GNWT initiative called Maximizing Northern Employment. This initiative establishes programs to assist in the development and employment of northerners. Programs supporting this initiative include providing opportunities for new graduates through internships, mentoring relationships and specialized skill development training; guaranteed employment opportunities for northern graduates of nursing and teaching programs; and a progressive experience program for summer students.

The GNWT recognizes the exceptional value of its public service and has high expectations for the future. The continued progress in the area of self-government negotiations and changing government structures will provide the public service with many exciting challenges and opportunities as we move forward. I am confident that the public service will rise to the occasion with creativity and enthusiasm.



Note: The statistics in this report are derived from the Human Resource Management System (HRMS) and the GNWT Financial Information System (FIS), unless otherwise indicated. Information has been collected manually from the Health and Social Services Boards that are not yet on these systems. Employee information does not include casual workers, unless otherwise indicated.

The Worker's Compensation Board and the Northwest Territories' Power Corporation, as independent agencies, produce their own annual reports and information on these agencies is therefore not included in this annual report.

If you have any comments about this report, please contact the Director, Labour Relations and Compensation, Financial Management Board Secretariat, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT X1A 2L9, (867) 920-8900.

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INTRODUCTION

The 2001 Public Service Annual Report for the GNWT is presented to the Legislative Assembly in compliance with section 3(1) of the *Public Service Act*. This report is a compilation of statistics and program information collected from all departments, boards and agencies. It includes annual information in regard to the management and direction of the public service of the Northwest Territories. The report is organized into two main areas: an overview of human resource programs and developments over the past year and workforce statistics, which are at the end of the report.

HUMAN RESOURCE DEVELOPMENT

The GNWT is committed to maximizing economic and career development and career opportunities for Northerners.

In keeping with this commitment, there has been a growing emphasis within the GNWT public service on recruiting, retaining and developing employees. GNWT departments, boards and agencies have been working to develop government wide policies and improve and enhance human resource services.

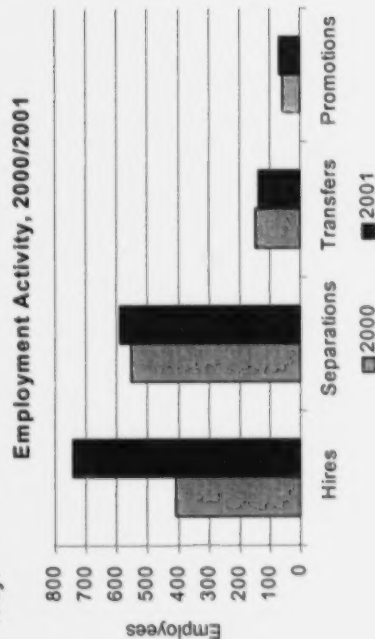
Recruitment

Effective recruitment is a cornerstone to building a strong and representative public service. Departments, boards and agencies carry out recruitment and other staffing functions, with central support from the Executive's Corporate Human Resources Services (CHRS) unit.

In 2001, customized staffing workshops were introduced to meet the specific needs of regions and departments. These workshops ranged from 2

hours to 2 days in length and covered the staffing process from both the prospective of managers and human resource officers. Sessions on areas such as reference checking or behavioural interviewing were also offered.

A bi-weekly release of Staffing Rulings and Advice was introduced in 2001. These bulletins contain the advice and rulings on specific staffing questions asked by Human Resource practitioners. They are an effective way of ensuring that all practitioners are interpreting the staffing guidelines in a similar way.



Affirmative Action

The Affirmative Action Policy was implemented by the GNWT in 1989. It includes measures to increase the representation of the following groups in the public service:

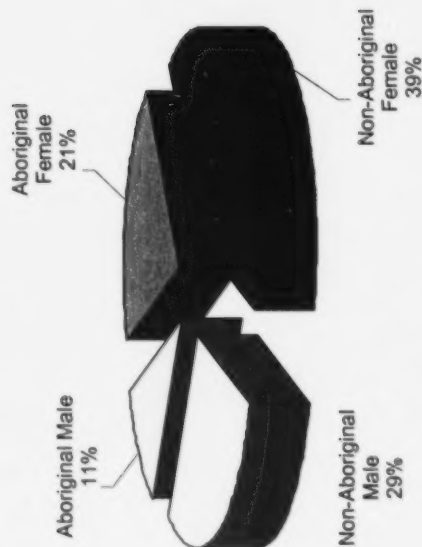
- Indigenous aboriginal persons;
- Indigenous non-aboriginal persons;
- Resident disabled persons; and
- Resident women in management and non-traditional occupations.

At the end of 2001, there were 1178 aboriginal employees representing 32% of the public service.

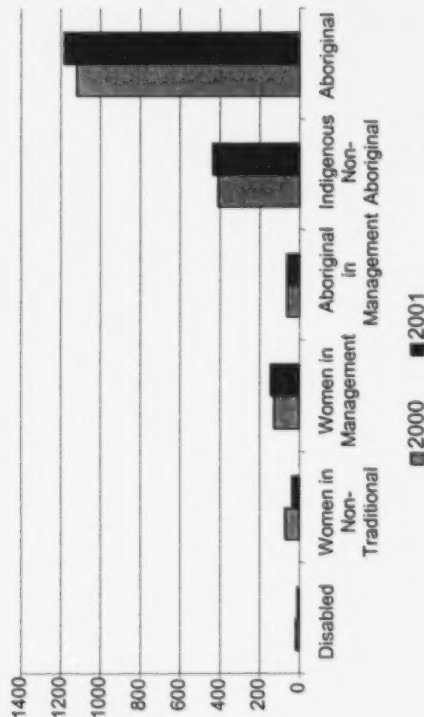
Women represented 36% of managers with 141 female employees in management positions.

There were 64 aboriginal managers, which represented 17% of management employees.

Employees by Gender and Aboriginal,
at December 31, 2001



Employees by Affirmative Action Group,
at December 31, 2000/2001

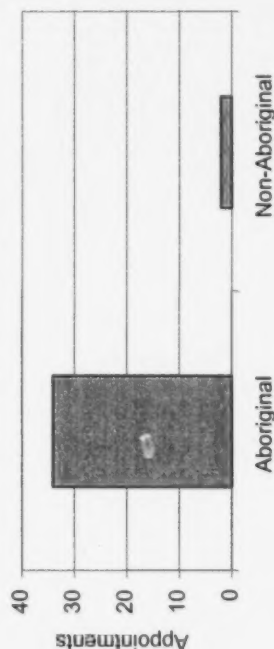


CHRS is responsible for the Affirmative Action Policy by providing interpretations on eligibility and reviewing the policy's application in areas such as management and non-traditional occupations.

Direct Appointments

Direct appointments are an important mechanism for supporting the development and hiring of employees. They allow the GNWT to appoint and promote candidates to support the career development of individuals having priority under the Affirmative Action Policy. Direct appointments may also be used in situations where the regular recruitment process has been unsuccessful with hard-to-recruit positions.

Direct Appointments, 2001



Transfer Assignments and Secondments

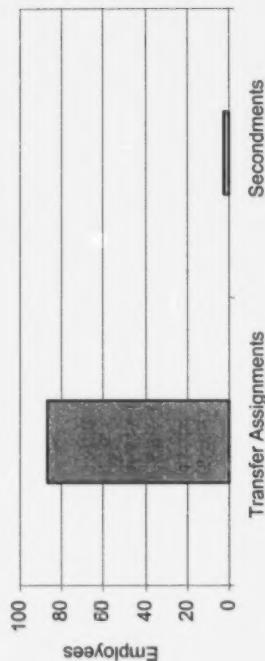
The GNWT uses transfer assignments and secondments to provide employees with an opportunity to broaden their work experience. They allow the Government or an outside agency to meet short-term human resource needs that cannot be met through the open competition process.

Transfer assignments involve employees temporarily transferring to a new position as either a developmental opportunity or to share knowledge between GNWT work units.

Secondments enable employees to gain knowledge and experience that will benefit both the employee and the GNWT upon their return. A secondment involves the temporary assignment of:

- a Government employee to a position in an outside organization; or
- an individual with a position in an outside organization to a position with the Government.

Secondments and Transfer Assignments, 2001



Staff Retention Policy

The Staff Retention Policy assists individuals whose positions are eliminated to obtain alternative employment within the public service. The policy assisted 42 individuals in 2001 and of those individuals who were interested in continuing employment with the Government, all but one were re-employed within the public service.

Employee Orientation:
www.horizons.gov.nt.ca

To assist employees in becoming familiar with the GNWT, the Horizons website went online in mid-2001 as an additional reference source of employee orientation.

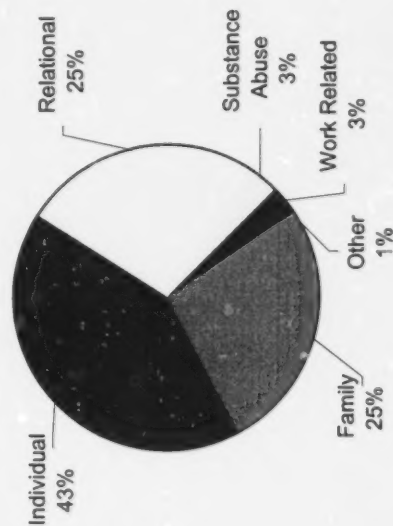
Employee and Family Assistance Program

The Employee and Family Assistance Program supports and promotes a healthy and productive public service by assisting employees and their families to deal with such issues as:

- Personal and family concerns;
- Stress;
- Grieving;
- Substance abuse;
- Financial and legal concerns;
- Depression; and
- Work and career related issues.

This confidential program offers advice, assessment, referral and short term counselling for employees and their dependants at no cost to the employee. This program is accessible to all GNWT employees, in all regions and communities, through a toll free number. On an ongoing basis, information about the service is communicated to employees.

EFAP Clients by Presenting Problem, 2001



Human Resource Training & Development

To provide high quality human resource services, it is critical that the service providers have a comprehensive and up-to-date understanding of human resource practices and how they apply within the GNWT. CHRS offered a series of professional development opportunities for human resource practitioners including workshops, training sessions and a three-day Human Resource conference. Human resource managers and practitioners from across the GNWT also have the opportunity to participate in monthly meetings to share information and issues and to reach common approaches to human resource practices.

Northern Student and Northern Graduate Employment Programs

The Northern Student and Northern Graduate Employment programs were fully implemented in 2001. Both programs are designed to encourage northern students to pursue post-secondary degrees and diplomas in a variety of areas and to then return to or remain in the NWT for employment after graduation.

The GNWT employed 342 students in the Summer of 2001, while an additional \$1 million supported student employment in the private sector. The graduate program supported the placement of 52 public sector interns and 16 private sector interns, along with 16 new teachers and 2 new social workers.

Northwest Territories Educational Leadership Program

All school principals in the NWT must have a NWT Educational Leadership Certificate or must obtain one within two years of becoming a principal. The Educational Leadership Program is jointly offered by the Northwest Territories Department of Education, Culture and Employment and the Nunavut Department of Education.

In Phase one of the program, teachers learn about school culture, management, instructional leadership, advocacy and organizational management. Phase two delves into building community networks, governance and community educational planning.

The 2001 program was held in Rae-Edzo from July 1 to July 12. There were 14 participants in Phase two (second year) of the program and 17 participants in Phase one (first year). Ten educators from the NWT were issued Principal Certificates in 2001.

By the end of December 2001, 25 NWT principals had earned their certification, 14 had completed part of the requirements towards certification and 10 principals had not yet started the program.

Aurora College

Nursing Program

This program focuses on developing northern nurses. Promoting careers in nursing is a primary strategy for the Department of Health and Social

Services and the Department of Education, Culture and Employment.

The Northern Nursing Program had a total of 88 participants enrolled in the first and second years of the program in 2001. 24 of these participants were in their final year of the program and 16 graduated with a 2-year diploma.

Teacher Education Program (TEP)

TEP aims to produce northern professional educators who are representative of the population of the NWT. Once students complete the three-year diploma program in the NWT, they can advance into the education degree program at the University of Saskatchewan.

In 2001, 75 individuals were enrolled in the program. Of these, 17 of the students entered their final year in the program.

Social Work Program

The Social Work Diploma Program provides graduates with a basic foundation in areas of counselling skills and professional values as well as an understanding of theoretical models related to human social problems, social systems and intervention methods.

The Program is designed to be of particular relevance to the Northwest Territories and its' social issues, cultural groups, delivery systems and resources.

In 2001, 18 people were enrolled in the program, six of which were in their final year of studies. Two participants graduated in 2001.

LABOUR RELATIONS AND COMPENSATION

Employee Relations

Healthy Workplace

As part of Maximizing Northern Employment, the GNWT began consultation for the development of a Healthy Workplace Program, which will support the retention of employees and support employees in maintaining a healthy work/life balance.

A draft inventory of all services, benefits and programs available to employees was provided to Deputy Ministers, Human Resource Practitioners, the President of the UNW and the President of the NWTTA for feedback and comments. In December, a draft healthy workplace document was sent to all employees to gather comments and suggestions.

Focus groups are scheduled to be held with employees in the Spring of 2002, with the aim of generating recommendations on a comprehensive Healthy Workplace Program by Fall 2002.

Code of Conduct (Code)

A review of the Conflict of Interest provisions for public service employees identified the need for a comprehensive and accessible Code of Conduct. Following a consultation process with employees and unions, a revised Code of Conduct Respecting

Conflict of Interest and Oath of Office and Secrecy for Employees of the GNWT was approved and implemented.

To ensure employee awareness and compliance with the Code, a copy was mailed to each employee. In addition, an invitation was extended to employees to attend information sessions held in each Region, which provided employees with an opportunity to ask questions regarding the Code. Each new employee is also given a copy of the Code upon entering the public service.

The Code contains provisions in the following areas:

- Disclosure of interest in specific circumstances;
- Post-employment provisions;
- Reporting wrongdoing;
- Outside employment and volunteer activities;
- Acceptance of gifts and benefits;
- Use of government equipment;
- Use of confidential information;
- Dealing with family, friends and relatives;
- Public statements; and
- Political activity.

Staffing Appeals

The staffing appeal process allows a GNWT employee or an affirmative action candidate, who has applied on a position in the UNW bargaining unit, to request a review of the competition if they believe that the competition process was flawed. The staffing appeal hearings provide objective reviews of the staffing process, including the application of the Affirmative Action Policy. Representatives from the GNWT and UNW and an independent chairperson form the three-member staffing appeals committee.

Staffing Appeals

Who Appealed	2000			Total
	Upheld	Denied	Withdrawn	
Affirmative Action Non-Employees	6	12	0	18
Affirmative Action Employees	1	12	0	13
Non-Affirmative Action Employees	1	4	0	5
Total	8	28	0	36
% of Total Appeals	22%	78%	0%	100%

Who Appealed	2001			Total
	Upheld	Denied	Withdrawn	
Affirmative Action Non-Employees	8	11	1	19
Affirmative Action Employee	8	39	1	47
Non-Affirmative Action Employees	4	8	2	12
Total	20	58	4	82
% of Total Appeals	24%	71%	5%	100%

The preceding tables show that the majority of the 2001 appeals (71%) were denied, demonstrating adherence to staffing procedures and policies. Although there were 82 appeals during 2001, as compared to 36 in 2000, there were only 49 job competitions that were appealed. The increase in number is largely due to multiple appeals being filed on competitions and multiple positions being filled by the same competition.

Grievances and Arbitrations

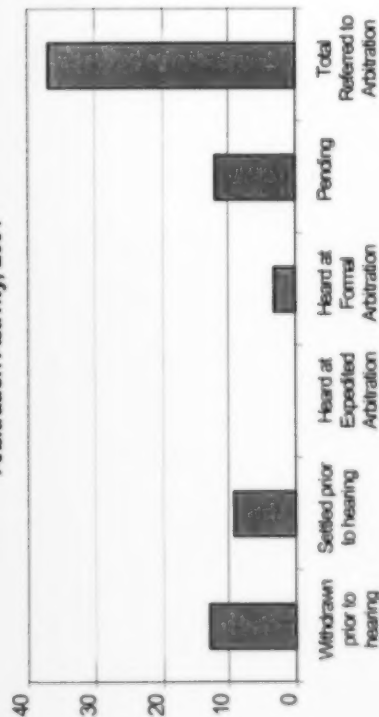
The grievance and arbitration processes are important tools used in the resolution of disputes between employees or the unions and the GNWT.

The majority of grievances are resolved through discussion between managers, the unions, employees and human resource practitioners. Sometimes, however, grievances are referred to arbitration and an arbitrator provides a final binding decision. During the year, 37 grievances were referred to arbitration, a decline of 26% from the previous year. Of these grievances, the majority were resolved prior to being heard by an arbitrator.

There are two types of arbitration: expedited and formal. Expedited arbitration allows grievances to be heard and decided relatively quickly, with limited evidence and no witnesses. Although awards given through the expedited process are binding, they are not precedent setting. The grievances presented at expedited arbitration usually involve the interpretation of a Collective Agreement clause.

Formal arbitrations are similar to court hearings; they require evidence and witnesses. Formal arbitration awards are binding as well as precedent setting and are deemed to form part of the Collective Agreement. The grievances presented at formal arbitration usually involve more complex issues, such as discipline.

Arbitration Activity, 2001



During 2001, 59% of grievances referred to arbitration were resolved without a hearing (35% were withdrawn and a further 24% were settled). Although there were a number of arbitrations scheduled in the year, as a result of successful settlement discussions, there were only three formal arbitrations. No expedited arbitrations were held due to the low number of grievances in 2001.

Collective Bargaining

Union of Northern Workers' (UNW)

On April 1, 2001, employees received an increase of 3.8% to the pay lines and bases for the components that make up the Northern Allowance.

Northwest Territories Teacher's Association (NWTTA)

The collective agreement between the GNWT and the NWTTA expired on August 31, 2001. A tentative agreement was achieved on October 27, 2001, with the assistance of a mediator, and subsequently ratified. Major changes to the agreement include:

- A two-year agreement expiring August, 2003;
- Salary increases of 3% effective September 1, 2001, and 2.5% effective September 1, 2002;
- Teacher/Principal allowances increased by the same percentages as salary;
- Professional allowance increased to \$750;
- Northern allowances increased; and
- Parental and maternity leave benefits were enhanced.

Job Evaluation

The Senior Management Job Evaluation Committee evaluates all senior management positions. Departmental job evaluation committees evaluate all excluded and UNW bargaining unit positions. The Hay job evaluation system is the tool that is used for all position evaluations.

Audits and Quality Control

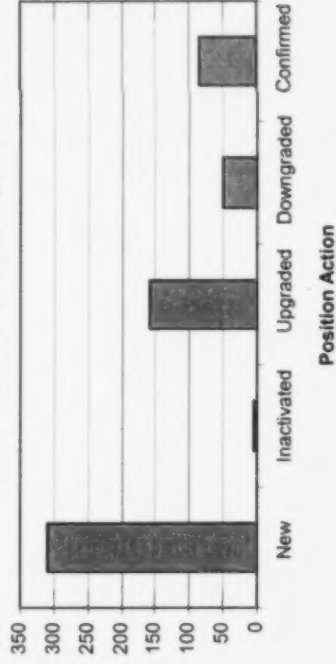
Job Evaluation Audits were completed in ten departments over the course of the year and provided Deputy Ministers with feedback and recommendations on issues ranging from committee training to administrative record keeping.

Evaluation Appeals

At the beginning of the reporting period, fifty-four UNW jobs and three excluded jobs were under appeal. Fifteen of the fifty-four appeals were withdrawn and one new appeal was filed. A Special Review Committee was established to hear excluded appeals, which were dealt within in October of 2001. Job Evaluation appeals are scheduled to begin with the UNW in January 2002.

The following graph represents job evaluation activity for 2001. New Positions include all positions created during the year. In 2001, a large number of new positions were created for the new correctional facilities and the growing health and education sectors.

Job Evaluation Activities, 2001



Inactive positions are those that are no longer in use. It is anticipated that they will not be staffed in the near future. Job evaluation results include upgrades, downgrades or confirmations, which means there is an increase, decrease or no change in the pay range for the position.

Statistical Summary

During 2001, job evaluation activities included the creation of 310 positions. 50 positions were reviewed and re-evaluated resulting in lower pay ranges for the positions (downgraded) and 160 positions were re-evaluated resulting in higher pay ranges for the positions (upgraded). Finally, 85 positions were re-evaluated without affecting the pay range.

Pension and Insurance Reform Project (PIRP)

The pension reform project was mandated to review pension benefits as well as other insurance benefits due to recent changes to the amendments to the Federal Public Service Superannuation Act.

A steering committee for the project was established and consists of the Presidents of the NWTTA and UNW and senior GNWT Managers. A technical group was also established to carry out the day-to-day work involved in the project.

The first phase of the project is "Establishing Parameters" and is scheduled to be completed by June 2002. This phase includes devising and implementing a communication plan, consulting employees, identifying pension experts, determining information needs and developing work plans. The end result of phase one will be an assessment of the feasibility of remaining in Superannuation or developing alternate pension and insurance plans.

Human Resource Management System (HRMS)

The Human Resource Management System produces payroll and creates human resources information to assist management in making sound human resource planning decisions. GNWT Departments, Stanton Regional Hospital, the NWT Housing Corporation and the Divisional Educational Councils use the HRMS. The Fort Smith Health and Social Services Board and Deh Cho Health and Services Board became users of the HRMS in the Summer of 2001. Plans are underway for the remaining Health and Social Services Boards to begin using the system in the next two years.

Equal Pay

Proceedings in the *Equal Pay for Work of Equal Value* complaint against the GNWT continued

during the year. This marked the third year of hearings before a Canadian Human Rights Tribunal and the twelfth year since the complaint was filed by the Public Service Alliance of Canada (PSAC). At the end of 2001, the Canadian Human Rights Commission and the PSAC neared the end of their case.

Efforts to resolve the complaint also continued through the use of individual settlement agreements. By the end of 2001, 85% of those contacted and eligible for a settlement agreement had accepted the government's offer.

Inter-jurisdictional Survey Project (ISP)

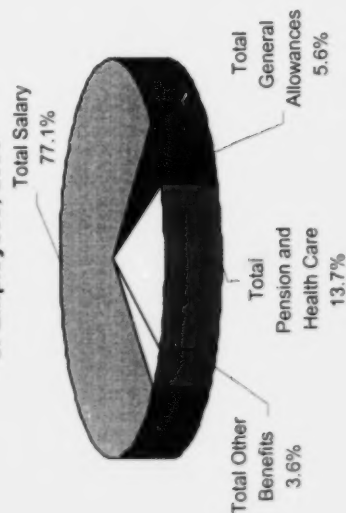
In 2001, the GNWT agreed to co-ordinate, with other jurisdictions, the development of an inter-jurisdictional on-line compensation database, administered by the Ontario Government.

Once developed and implemented, the database is intended to provide immediate, consistent and accurate access to current salary and benefit comparisons across participating jurisdictions. This database will enable the GNWT to monitor the competitiveness of its employee compensation packages. The salary module is scheduled for completion by the end of 2002.

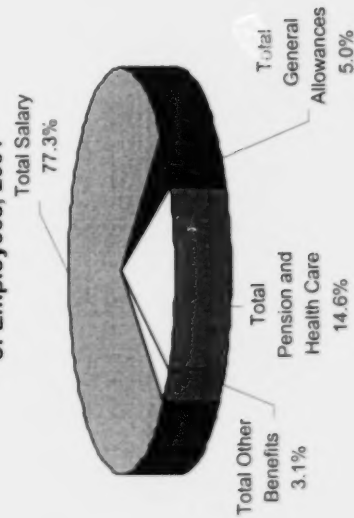
HUMAN RESOURCE COSTS OF THE GNWT PUBLIC SERVICE

The cost of maintaining the GNWT public service is tracked for each calendar year. The following graphs depict the 2001 approximate cost for employing the entire public service, including those employees holding casual employment.

Salary and Benefit Costs of Employees, 2000



Salary and Benefit Costs of Employees, 2001



Salary and Benefit Costs of Employees

for year ended December 31st

Costs	2000	2001
Salary and Wages	\$210,002,000	\$235,761,000
Overtime	\$8,091,000	\$9,587,000
Call-back	\$1,207,000	\$1,437,000
Miscellaneous	\$2,735,000	\$2,896,000
Standby	\$880,000	\$953,000
Shift Premium	\$577,000	\$670,000
Total Salary	\$223,492,000	\$251,304,000
Northern Allowance	\$15,417,000	\$15,173,000
Bilingual Bonus/Language Allowance	\$343,000	\$328,000
Education Allowance	\$387,000	\$716,000
Total General Allowances	\$16,147,000	\$16,217,000
Superannuation	\$21,043,000	\$26,862,000
Employment Insurance	\$5,175,000	\$5,101,000
Canadian Pension Plan	\$5,606,000	\$6,717,000
Worker's Compensation Plan	\$990,000	\$980,000
Disability Insurance	\$1,537,000	\$1,689,000
Dental	\$1,984,000	\$2,043,000
Public Service Health Care Plan	\$1,489,000	\$1,767,000
Supplementary Unemployment Benefit plan -	\$866,000	\$1,458,000
Public Service Management Insurance Plan -	\$657,000	\$614,000
Employee Family Assistance Program	\$251,000	\$347,000
Total Pension and Health Care	\$39,598,000	\$47,578,000
Medical Travel Assistance	\$2,028,000	\$1,930,000
Removal In/Transfer	\$2,484,000	\$2,157,000
Severance Pay	\$2,332,000	\$2,111,000
Professional Development/Training	\$2,985,000	\$3,311,000
Removal Out/Ultimate	\$695,000	\$514,000
Total Other Benefits	\$10,524,000	\$10,023,000
Grand Total	\$289,761,000	\$325,122,000

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

WORKFORCE INFORMATION

Occupational Categories

The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is then used to classify occupational data and compile, analyze and report information about occupations in the public service.

The public service is comprised of a wide range of jobs. Examples of the positions found within each occupational category include:

- **Management:** Deputy Minister, Program Director and Regional Superintendent
- **Business, Finance & Administration:** Finance Officer, Human Resource Officer and office support staff
- **Natural & Applied Sciences & Related Occupations:** Engineer, Biologist and Renewable Resources Officer
- **Health Occupations:** Registered Nurse, Medical Lab Technician and Certified Nursing Assistant

- **Occupations in Social Science, Education & Government Service and Religion:** Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer

- **Occupations in Art, Culture, Recreation & Sport:** Librarian and Youth Worker

- **Sales and Service:** Correctional Officer, Classroom Assistant and Custodial Worker

- **Trades, Transport and Equipment Operators and Related Occupations:** Mechanic and Equipment Operator

- **Occupations Unique to Primary Industry:** Fire Crew Member

- **Manufacturing and Utilities:** Municipal Works Officer and Water Plant Operator

These occupational categories are used to indicate the general distribution of employees within the public service. This distribution is then broken down to show the occupational distribution of employees by gender, for aboriginal employees, by average age, average salary and average length of territorial public service. This data may then be used to monitor, track and compare workforce changes and trends that assist management in developing human resource policies and procedures to meet current and future needs.

Employment Type

The GNWT reports on four employment types – full time, part time, term and seasonal employees. The majority of employees are hired on a full time basis but arrangements such as job-sharing allow individuals to be hired on a part time basis in an effort to balance home and work commitments.

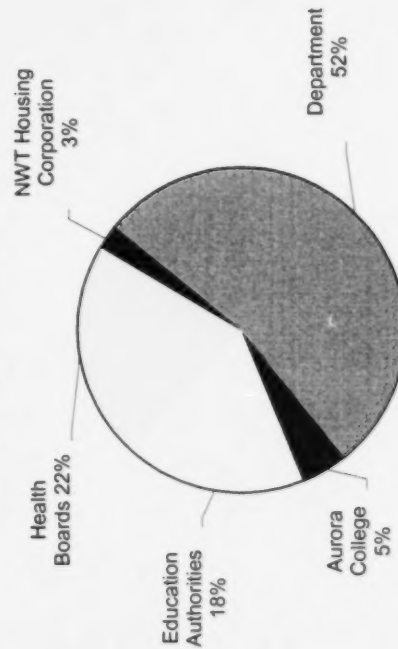
Term employees are hired for a specific period, often to complete a particular project. Seasonal employees, such as fire fighters, make up the smallest employment type.

At the end of 2001, 80% of the GNWT public service held a full time position while 5% held part time positions. 13% of GNWT employees were in term positions and 2% were in seasonal positions.

Composition of the Public Service

At the end of December 2001, the GNWT employed 3719 people, which includes the Health and Social Services Boards that employ 22% of employees. Approximately 52% of employees were employed in GNWT departments, 18% by the Education Boards, 5% by Aurora College and the NWT Housing Corporation represented 3% of the public service.

Public Service by Boards, Agencies and Departments, at December 31, 2001



The majority of GNWT employees, about 82%,

were members of the UNW and the NWTTA. Excluded employees accounted for 14% of the public service, while management made up 4%.

Employees by Employee Group

at December 31

Employee Group	2001	
	Employees	% of total
Senior Management	183	5%
Excluded Employees	505	14%
NWT Teachers Association	481	13%
Union of Northern Workers	2550	69%
Total	3719	100%

Approximately 52% of employees were employed in the Regions and 48% at Headquarters.

The average employee was 42.4 years of age in 2001, earned \$59,905 per year and had 7.5 years of service.

The average aboriginal employee was 42.4 years of age, earned \$52,649 per year and had 7.7 years of service.

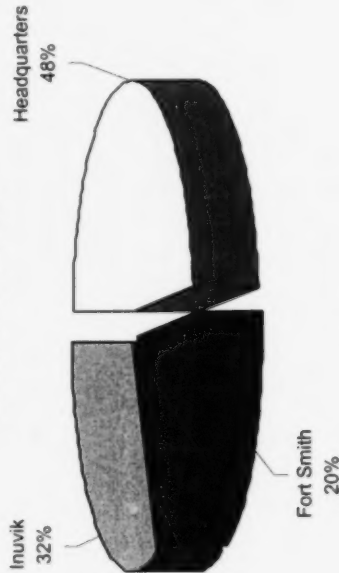
The average non-aboriginal employee was 42.4 years of age, earned \$63,269 per year and had 7.3 years of service.

The average female employee was 41.7 years of

age, earned \$55,458 per year and had 6.7 years of service.

The average male employee was 43.3 years of age, earned \$66,778 per year and had 8.6 years of service.

**Employees by Region,
at December 31, 2001**



Custodial Workers, Heavy Equipment Operators, Secretaries, Fire Crew Members and Language Specialists.

➤ 23% of all employees earned between \$50,000 and \$59,999. Positions representative of this range include Career Development Officers, Finance Officers, Hospital Engineering Technicians, Heavy Duty Mechanics, General Duty Nurses, Teachers, Cooks, Executive Secretaries, Probation Officers and Laboratory Technicians.

➤ The largest salary range was that of \$60,000 to \$69,999, which included 24% of employees. Positions representative of this range are Business Development Officers, College Instructors, Project Officers, Human Resource Officers, Maintenance Coordinators, Program Advisors, Renewable Resource Officers and Research Analysts.

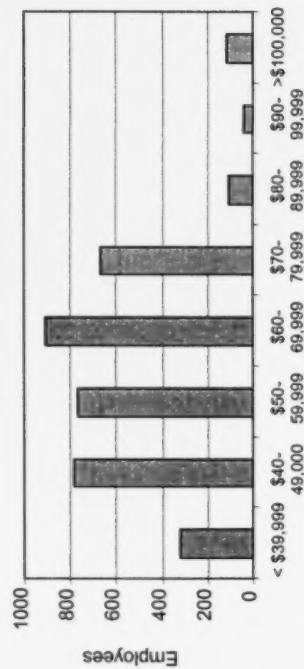
Salary Distribution

The distribution of salaries changed very little since 2000 and continues to indicate the wide range of opportunities within the GNWT public service.

➤ 9% of all employees earned less than \$39,999. Positions representative of this salary range were Administrative Clerks and Special Needs Assistants.

➤ 22% of all employees earned between \$40,000 and \$49,999. Positions typically found within this range include Administrative Assistants, Classroom Assistants, Corrections Officers,

Salary Distribution, 2001



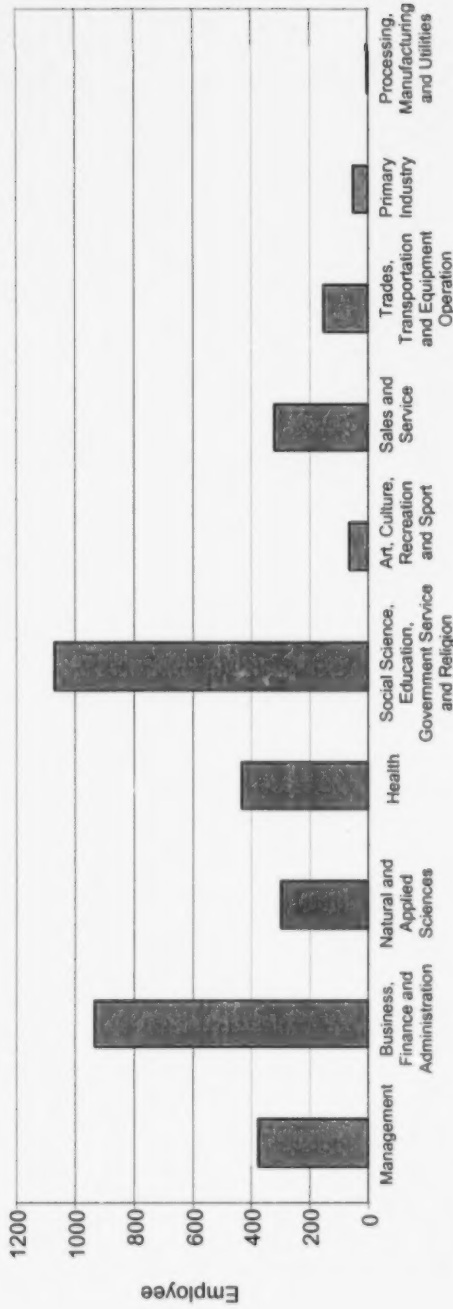
- 18% of employees earned between \$70,000 and \$79,999 in 2001. Typical jobs in this range include Biologists, Managers, Principals and Curriculum Coordinators.
- 3% of employees earned between \$80,000 and \$89,999 in positions that include Comptrollers, Policy Advisors, Chief Negotiators and Managers.
- Only 1% of employees earned \$90,000 to \$99,999. This range includes Directors and Regional Superintendents.
- The final salary range of employees earning more than \$100,000 comprised 3% of the Territorial public service and was strictly senior management employees such as Directors, Assistant Deputy Ministers and Deputy Ministers.

Employee Retention

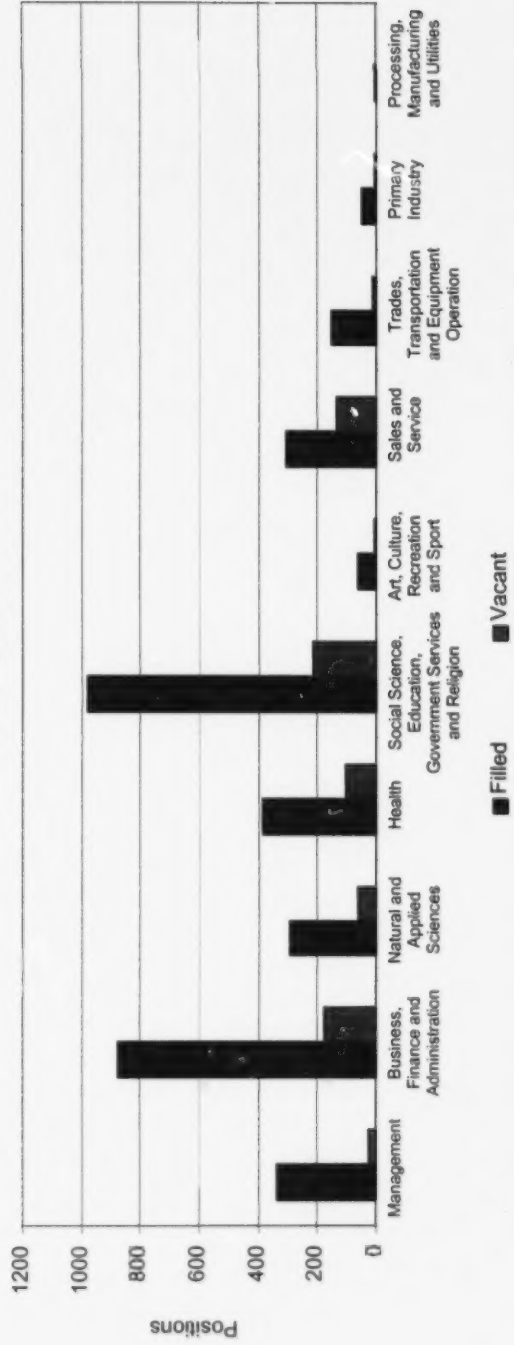
Employee retention is the measurable effect of employees remaining in the GNWT public service. Retention increased from 83.1% in 2000 to 83.7% in 2001. The Turnover Rate by Occupational Category Chart is located on page 22.

As in past years, the most common reason for employees leaving the public service was resignations. Employees whose term expired were still the second largest group of employees leaving the public service.

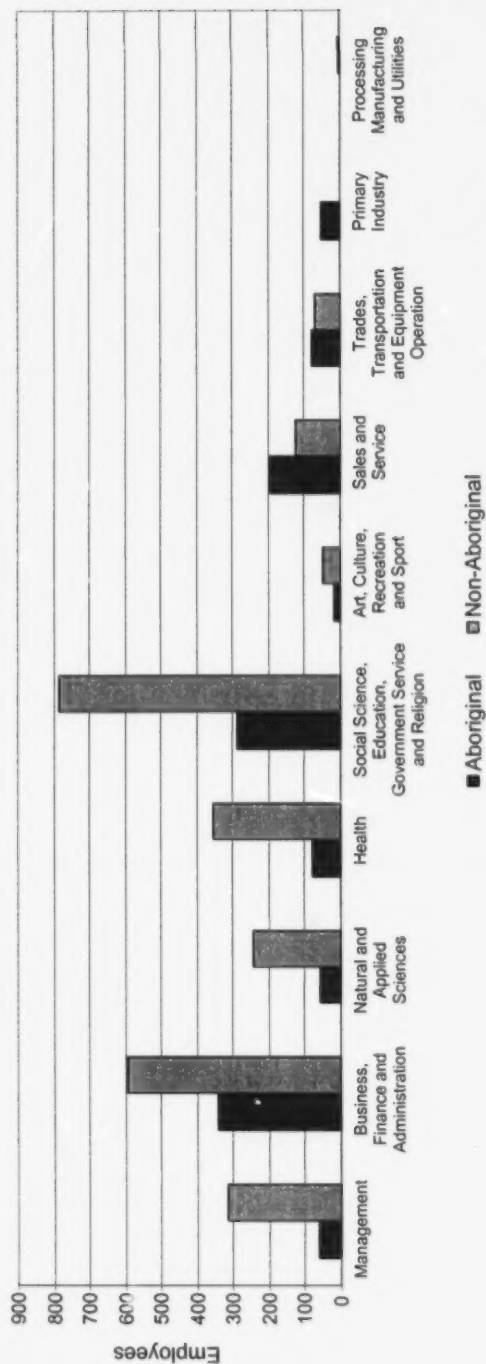
Employees by Occupational Category at December 31, 2001



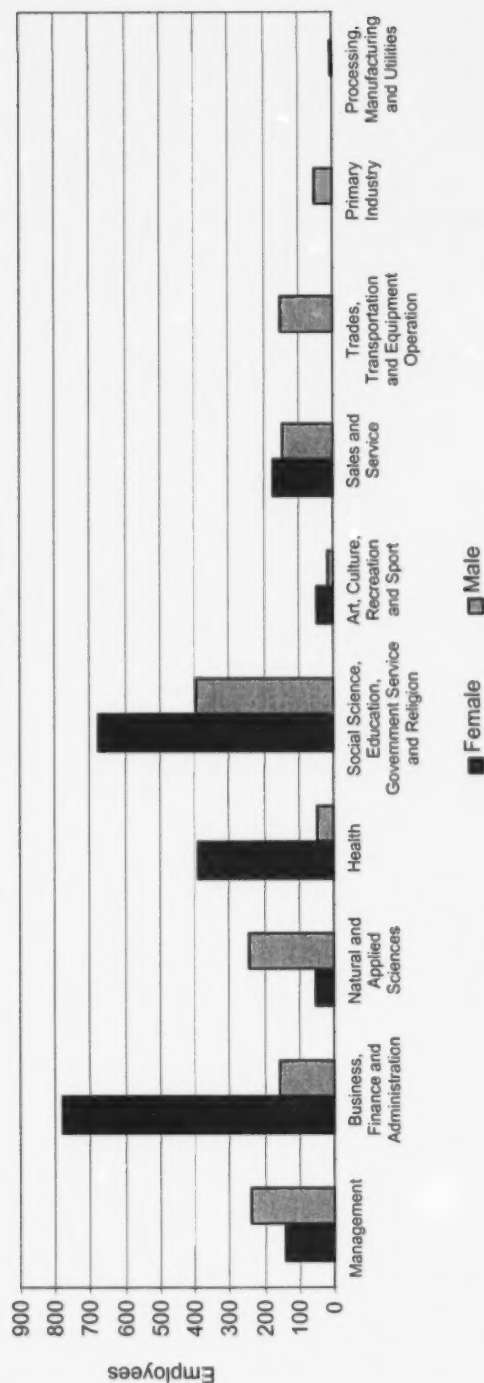
Positions/Vacancies at December 31, 2001



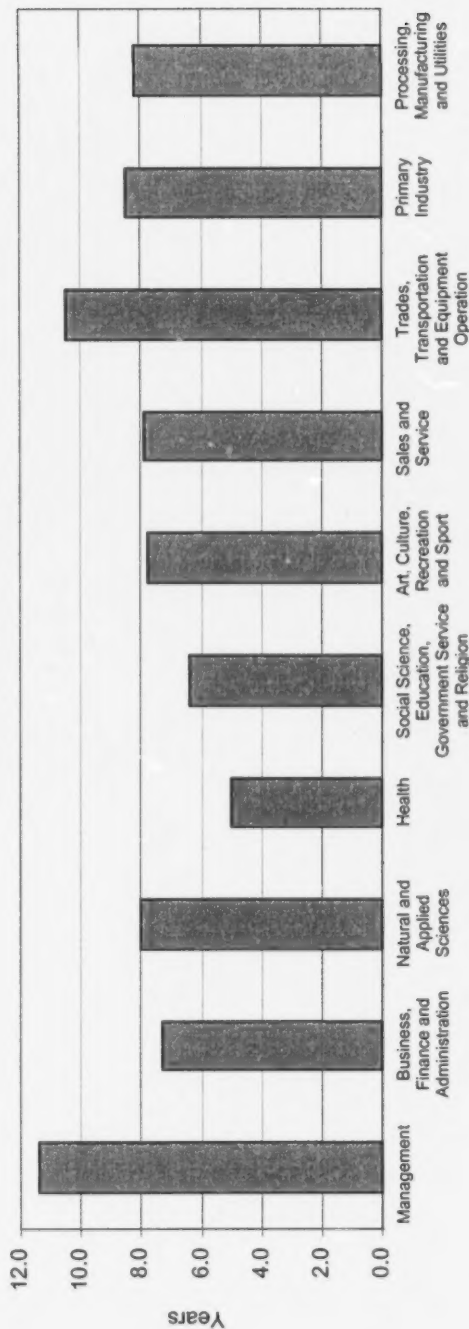
Aboriginal Employment by Occupational Category at December 31, 2001



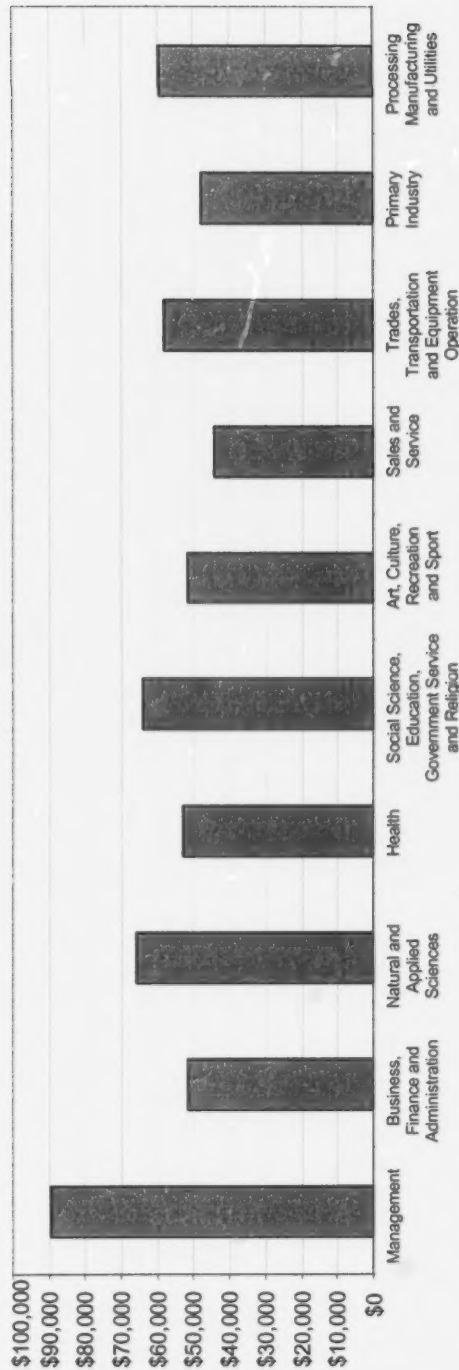
Employee Gender by Occupational Category at December 31, 2001



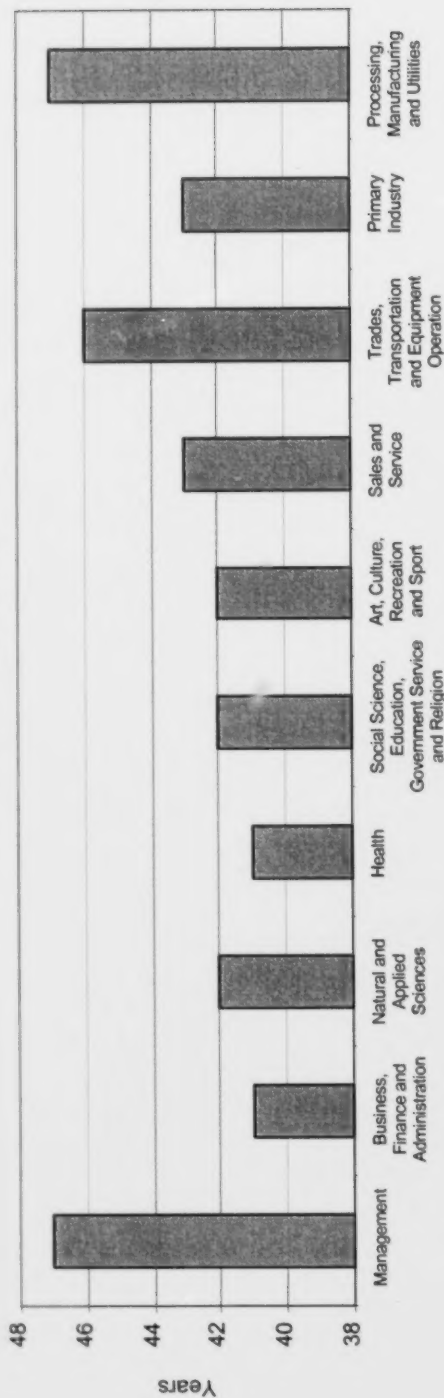
Average Years of Territorial Public Service by Occupational Category at December 31, 2001



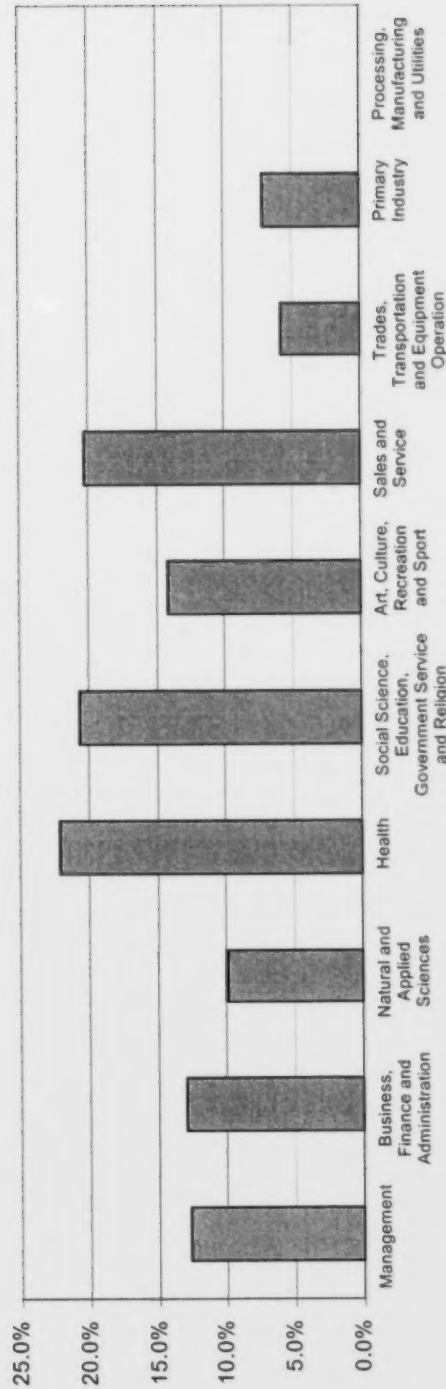
Average Salary by Occupational Category at December 31, 2001



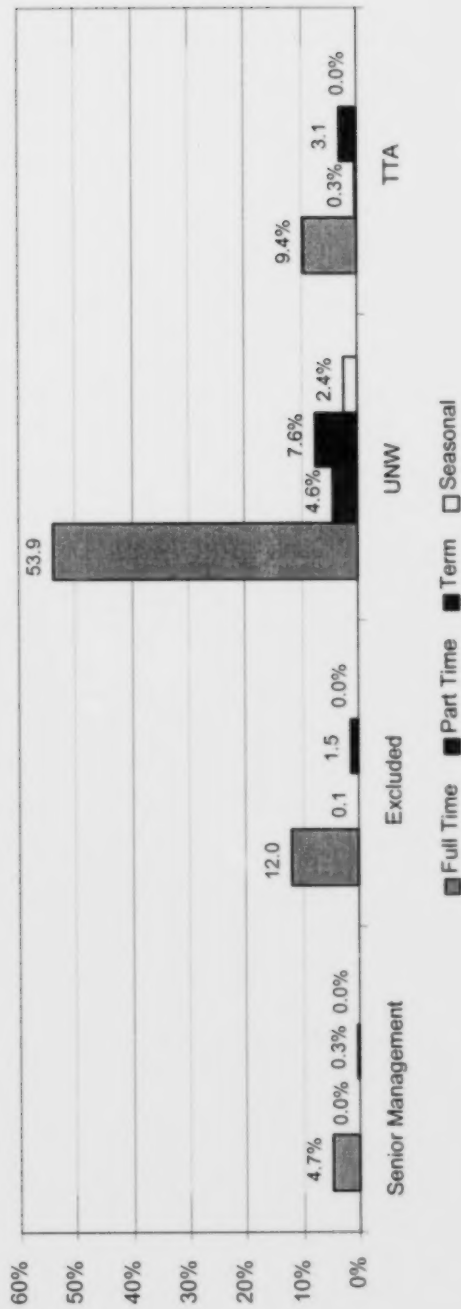
**Average Age by Occupational Category,
at December 31, 2001**



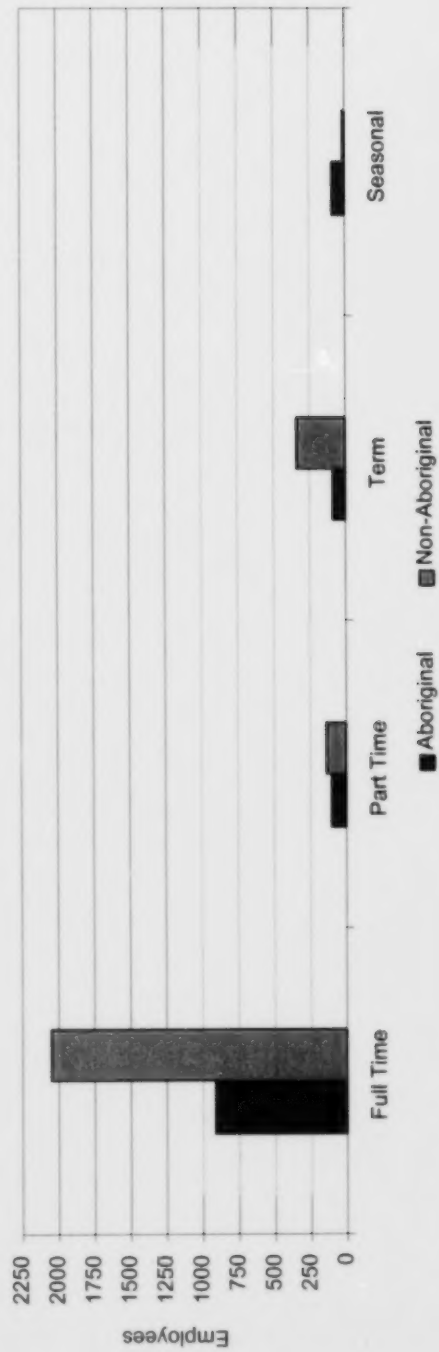
Turnover Rate by Occupational Category, 2001



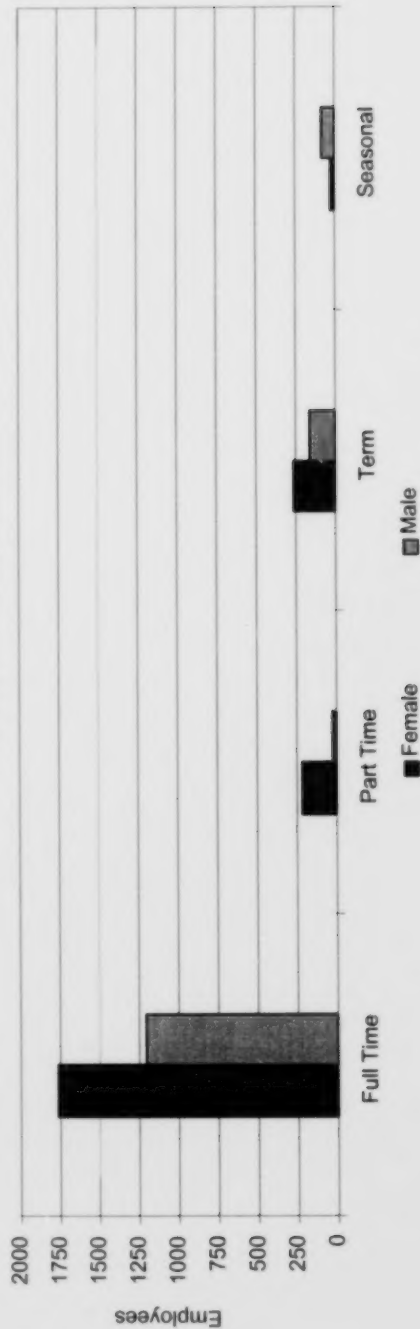
Employee Group by Employee Type as % of Public Service at December 31, 2001



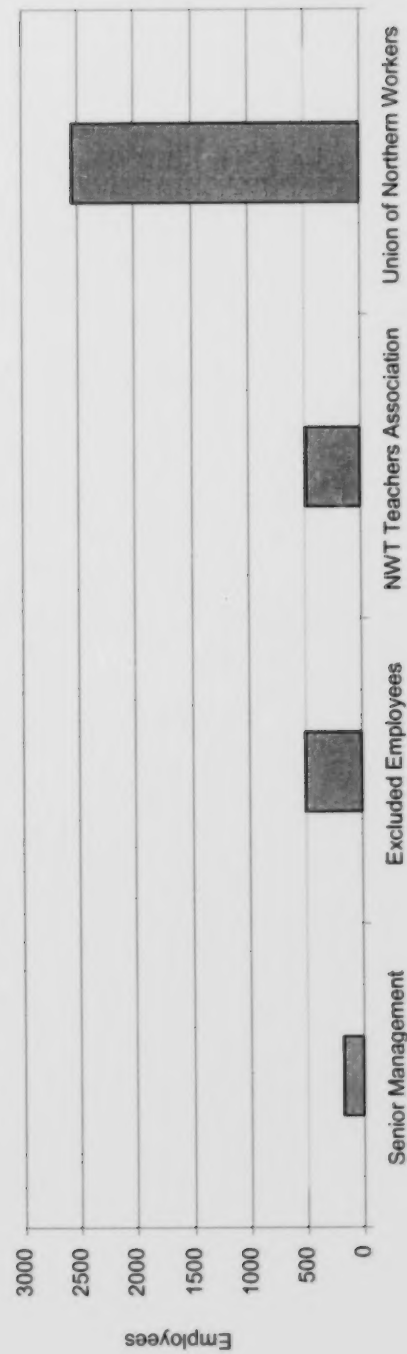
Employment Type by Aboriginal/Non-Aboriginal at December 31, 2001



Employment Type by Female/Male at December 31, 2001

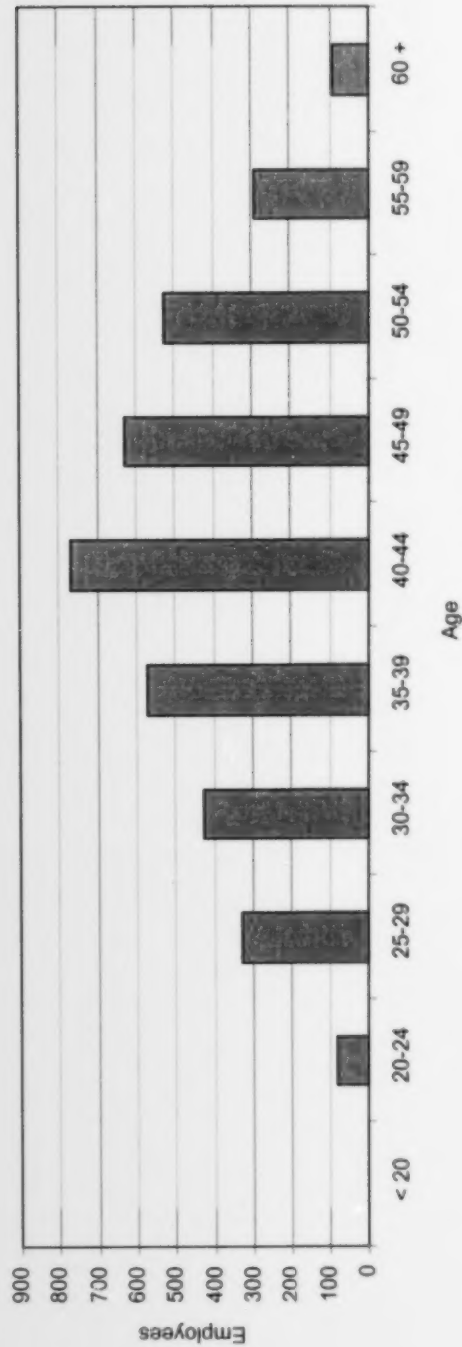


Employees by Employee Group at December 31, 2001

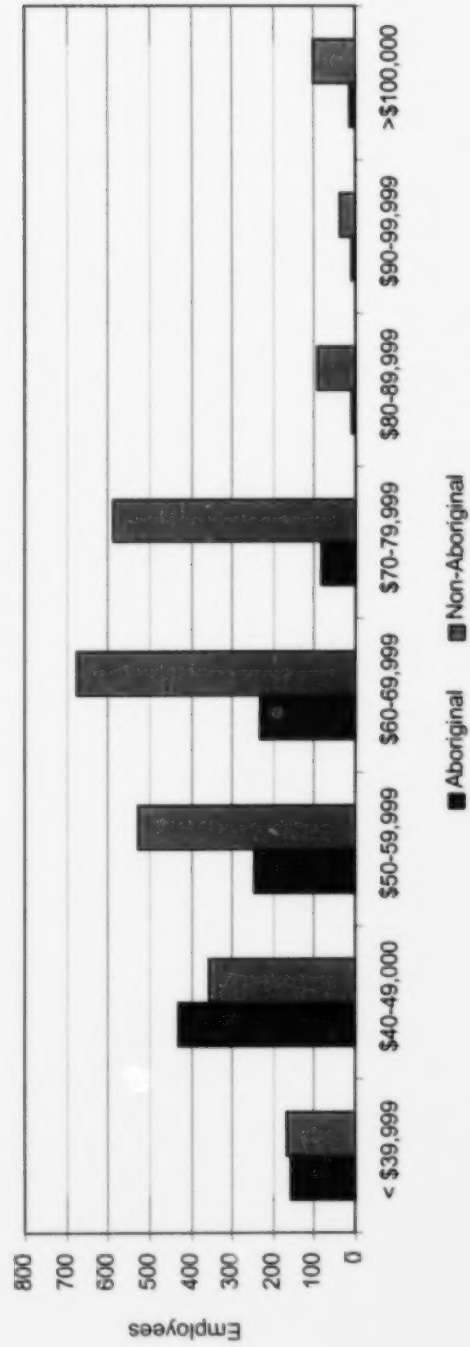


Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

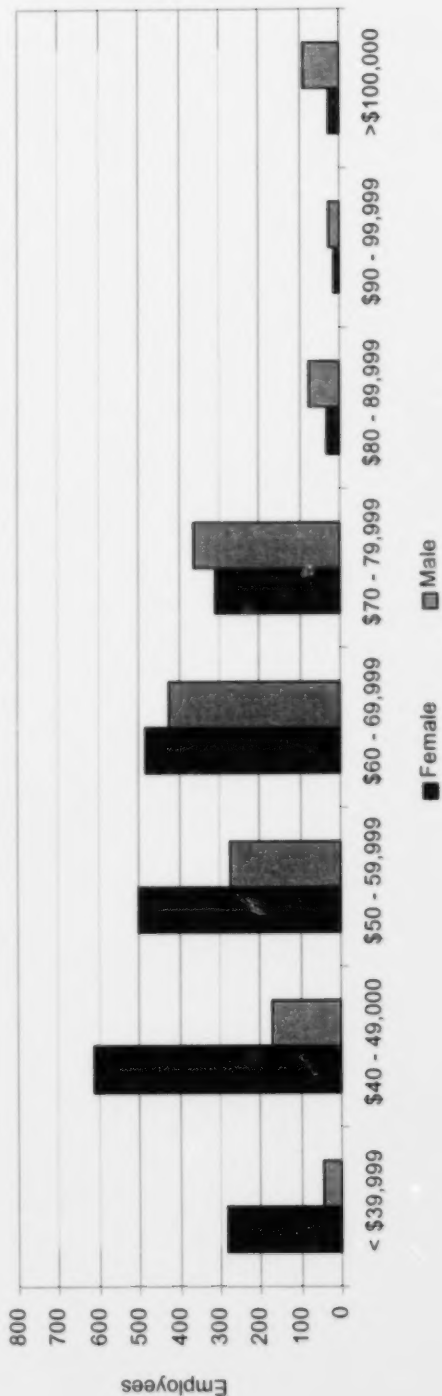
Employees by Age Group at December 31, 2001



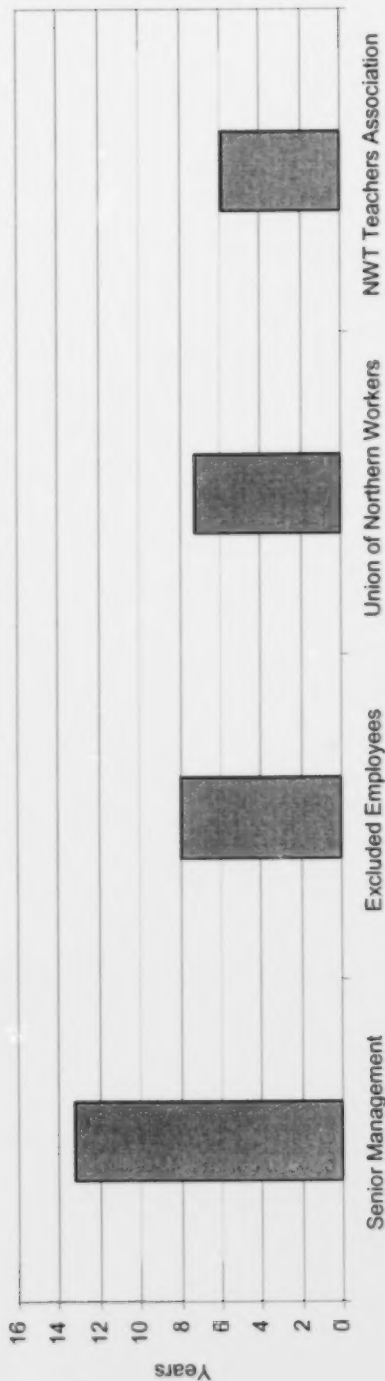
Salary Distribution, Aboriginal/Non-Aboriginal at December 31, 2001



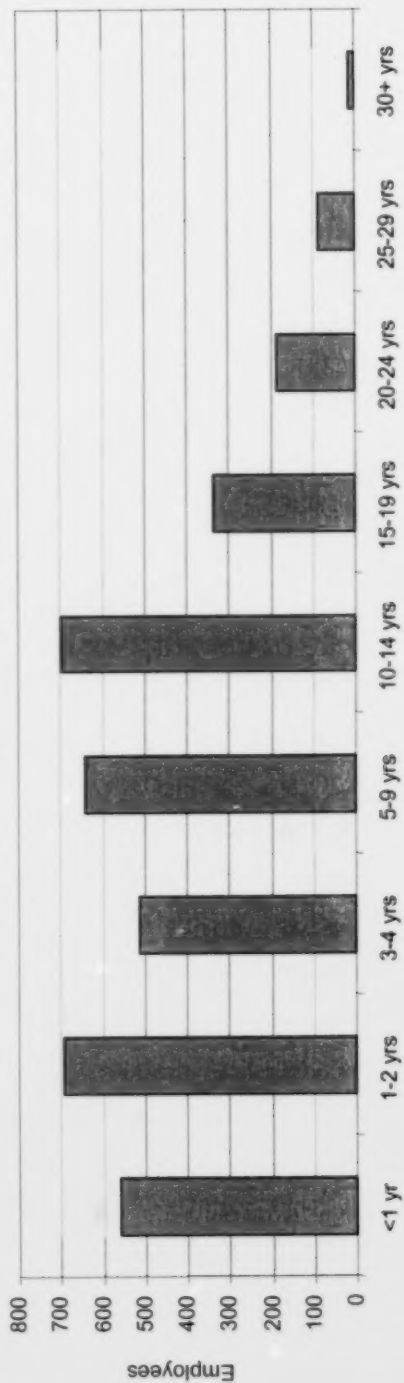
Salary Distribution, Female-Male at December 31, 2001



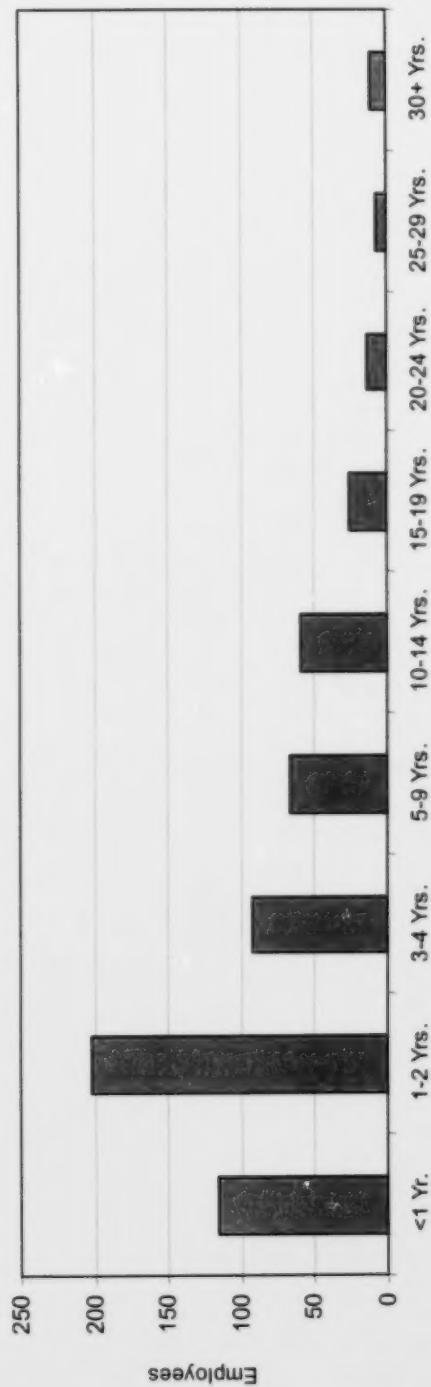
Average Years of Territorial Public Service by Employee Group at December 31, 2001



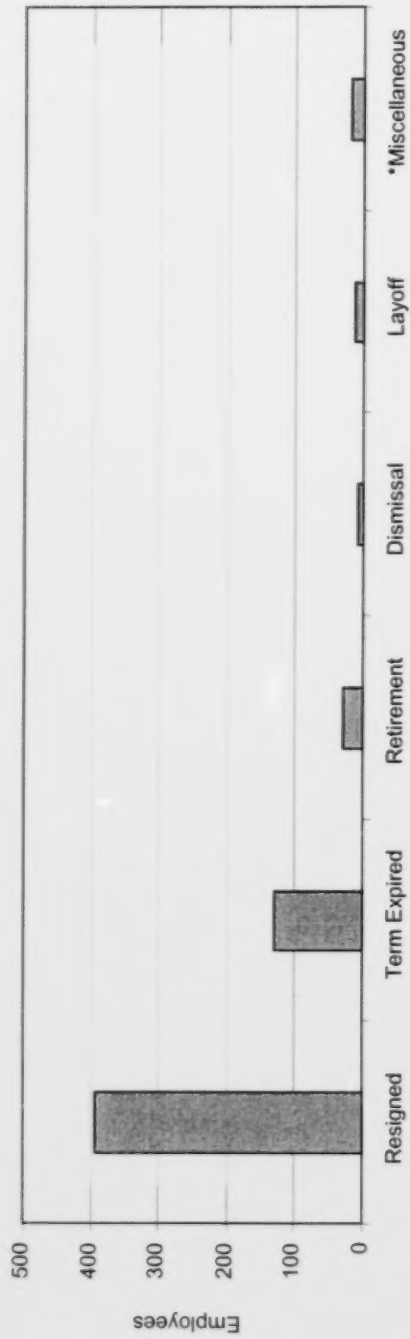
Employees by Years of Territorial Public Service at December 31, 2001



Separations by Years of Service, 2001



Separations by Reason for Leaving, 2001



*Miscellaneous category contains occurrences such as abandonment of position and rejection on probation.

Aboriginal Employee Distribution by Community at December 31

Region/Community	2001		
	Total Employees	Aboriginal Employees	% Aboriginal Employees
Headquarters	1,794	306	17%
Yellowknife	1,794	306	17%
Fort Smith Region	1,173	554	47%
Detah	3	3	100%
Enterprise	11	3	27%
Fort Liard	47	30	64%
Fort Providence	41	29	71%
Fort Resolution	24	16	67%
Fort Simpson	171	87	51%
Fort Smith	377	160	42%
Hay River	271	110	41%
Hay River Reserve	17	5	29%
Jean Marie River	4	2	50%
Kakisa	1	0	0%
Lutsel K'e	16	8	50%
Nahanni Butte	5	3	60%
Rae Lakes	8	3	38%
Rae/Edzo	124	61	49%
Trout Lake	10	9	90%
Wekweti	5	3	60%
Wha Ti	24	11	46%
Wingley	14	11	79%
Inuvik Region	752	318	42%
Aklavik	41	25	61%
Colville Lake	5	3	60%
Deline	30	15	50%
Fort Good Hope	31	16	52%
Fort McPherson	51	29	57%
Holman	19	9	47%
Inuvik	405	151	37%
Norman Wells	74	23	31%
Paulatuk	17	6	35%
Sachs Harbour	6	3	50%
Tsilgitchic	10	5	50%
Tuktoyaktuk	39	20	51%
Tulita	24	13	54%
Total GNWT	3,719	1,178	32%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal Employment at December 31

Department/Board	2001		
	Total Employees	Aboriginal Employees	% Aboriginal Employees
Aboriginal Affairs	36	14	39%
Aurora College	172	45	26%
Education, Culture and Employment	202	61	30%
Executive	71	15	21%
Finance	45	9	20%
Financial Management Board Secretariat	133	29	22%
Health and Social Services	148	29	20%
Justice	362	123	34%
Legislative Assembly	32	3	9%
Municipal and Community Affairs	116	31	27%
Public Works and Services	201	66	33%
Resources, Wildlife and Economic Development	378	168	44%
Transportation	249	91	37%
Total for Departments	2,145	684	32%
Beaufort/Delta Divisional Education Council	174	59	34%
Commission Scolaire	15	0	0%
Deh Cho Divisional Education Council	104	50	48%
Dogrib Divisional Education Council	82	30	37%
Sahtu Divisional Education Council	85	30	35%
South Slave Divisional Education Council	205	53	26%
Total for Education Boards/Councils	665	222	33%
Deh Cho Health and Social Services	59	33	56%
Dogrib Community Services Board	60	37	62%
Fort Smith Health and Social Services Board	67	28	42%
Inuvik Regional Health and Social Services	213	103	48%
Stanton Regional Health Board	329	27	8%
Yellowknife Health and Social Services Board	87	12	14%
Total for Health and Social Services Boards	815	240	29%
Northwest Territories Housing Corporation	94	32	34%
Total of Public Service	3,719	1,117	32%

Region	2001		
	Total Employees	Aboriginal Employees	% Aboriginal Employees
Headquarters	1,784	306	17%
Fort Smith	1,17	554	47%
Inuvik	752	318	42%
Total	3,719	1,117	32%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Indigenous Non-Aboriginal Employment at December 31

Department/Board	2001		
	Total Employees	Indigenous Non-Aboriginal Employees	% of Indigenous Non-Aboriginal Employees
Aboriginal Affairs	36	7	19%
Aurora College	172	12	7%
Education, Culture and Employment	202	24	12%
Executive	71	22	31%
Finance	45	5	11%
Financial Management Board Secretariat	133	38	29%
Health and Social Services	148	18	12%
Justice	362	65	18%
Legislative Assembly	32	10	31%
Municipal and Community Affairs	116	24	21%
Public Works and Services	201	27	13%
Resources, Wildlife and Economic Development	378	53	14%
Transportation	249	41	16%
Total for Departments	2,145	346	16%
Beaufort/Delta Divisional Education Council	174	4	2%
Commission Scolaire	15	0	0%
Deh Cho Divisional Education Council	104	2	2%
Dogrib Divisional Education Council	82	1	1%
Sahtu Divisional Education Council	85	1	1%
South Slave Divisional Education Council	205	12	6%
Total for Education Boards/Councils	665	20	3%
Deh Cho Health and Social Services Board	59	2	3%
Dogrib Community Services Board	60	1	2%
Fort Smith Health and Social Services Board	67	0	0%
Inuvik Regional Health Board	213	7	3%
Stanton Regional Health Board	329	39	12%
Yellowknife Health and Social Services Board	87	12	14%
Total for Health and Social Services Boards	815	61	7%
Northwest Territories Housing Corporation	94	11	12%
Total of Public Service	3,719	436	12%

Region	2001		
	Total Employees	Indigenous Non-Aboriginal Employees	% of Indigenous Non-Aboriginal Employees
Headquarters	1,794	332	19%
Fort Smith	752	77	10%
Inuvik	1,17	29	2%
Total	3,719	436	12%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Disabled Persons Employment at December 31

Department/Board	2001		
	Total Employees	Disabled Employees	% of Disabled Employees
Aboriginal Affairs	36	0	0.0%
Aurora College	172	0	0.0%
Education, Culture and Employment	202	0	0.0%
Executive	71	0	0.0%
Finance	45	1	2.2%
Financial Management Board Secretariat	133	0	0.0%
Health and Social Services	148	1	0.7%
Justice	362	0	0.0%
Legislative Assembly	32	0	0.0%
Municipal and Community Affairs	116	0	0.0%
Public Works and Services	201	4	2.0%
Resources, Wildlife and Economic Development	378	1	0.3%
Transportation	249	2	0.8%
Total for Departments	2,145	9	0.4%
Beaufort/Delta Divisional Education Council	174	0	0.0%
Commission Scolaire	15	0	0.0%
Deh Cho Divisional Education Council	104	0	0.0%
Dogrib Divisional Education Council	82	0	0.0%
Sahlu Divisional Education Council	85	0	0.0%
South Slave Divisional Education Council	205	0	0.0%
Total for Education Boards/Councils	665	0	0.0%
Deh Cho Health and Social Services Board	59	0	0.0%
Dogrib Community Services Board	60	0	0.0%
Fort Smith Health and Social Services Board	67	0	0.0%
Inuvik Regional Health Board	213	0	0.0%
Stanton Regional Health Board	329	2	0.6%
Yellowknife Health and Social Services Board	87	0	0.0%
Total for Health and Social Services Boards	815	2	0.2%
Northwest Territories Housing Corporation	94	2	2.1%
Total of Public Service	3,719	13	0.3%

Region	2001		
	Total Employees	Disabled Employees	% of Disabled Employees
Headquarters	1,794	7	0.4%
Fort Smith	1,17	3	0.3%
Inuvik	752	3	0.4%
Total	3,719	13	0.3%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginals in the Management Occupational Category at December 31

Department/Board	2001		
	Total Management Employees	Aboriginals in Management	% of Aboriginals in Management
Aboriginal Affairs	10	4	40%
Aurora College	18	3	17%
Education, Culture and Employment	27	4	15%
Executive	15	2	13%
Finance	12	2	17%
Financial Management Board Secretariat	23	3	13%
Health and Social Services	14	0	0%
Justice	27	6	22%
Legislative Assembly	7	0	0%
Municipal and Community Affairs	20	4	20%
Public Works and Services	34	5	15%
Resources, Wildlife and Economic Development	40	7	18%
Transportation	25	1	4%
Total for Departments	272	41	15%
Beaufort/Delta Divisional Education Council	11	3	27%
Commission Scolaire	4	0	0%
Deh Cho Divisional Education Council	12	1	8%
Dogrib Divisional Education Council	7	3	43%
Sahlu Divisional Education Council	6	1	17%
South Slave Divisional Education Council	9	0	0%
Total for Education Boards/Councils	49	8	16%
Deh Cho Health and Social Services Board	5	1	20%
Dogrib Community Services Board	2	1	50%
Fort Smith Health and Social Services Board	4	3	75%
Inuvik Regional Health and Social Services Board	12	2	17%
Stanton Regional Health Board	11	0	0%
Yellowknife Health and Social Services Board	5	0	0%
Total for Health and Social Services Boards	39	7	18%
Northwest Territories Housing Corporation	23	8	35%
Total of Public Service	363	64	17%

Region	2001		
	Total Management Employees	Aboriginals in Management	% of Aboriginals in Management
Headquarters	228	20	9%
Fort Smith	96	30	31%
Inuvik	59	14	24%
Total	383	64	17%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Women in the Management Occupational Category at December 31

Department/Board	2001		
	Total Management Employees	Number of Women in Management	% of Women in Management
Aboriginal Affairs	10	1	10%
Aurora College	18	8	44%
Education, Culture and Employment	27	16	59%
Executive	15	6	40%
Finance	12	4	33%
Financial Management Board Secretariat	23	7	30%
Health and Social Services	14	4	29%
Justice	27	11	41%
Legislative Assembly	7	3	43%
Municipal and Community Affairs	20	5	25%
Public Works and Services	34	9	26%
Resources, Wildlife and Economic Development	40	7	18%
Transportation	25	4	16%
Total for Departments	272	85	31%
Beaufort/Delta Divisional Education Council	11	4	36%
Commission Scolaire	4	4	100%
Deh Cho Divisional Education Council	12	6	50%
Dogrib Divisional Education Council	7	3	43%
Sahtu Divisional Education Council	6	2	33%
South Slave Divisional Education Council	9	0	0%
Total for Education Boards/Councils	49	19	39%
Deh Cho Health and Social Services Board	5	4	80%
Dogrib Community Services Board	2	2	100%
Fort Smith Health and Social Services Board	4	4	100%
Inuvik Regional Health and Social Services Board	12	9	75%
Stanton Regional Health Board	11	7	64%
Yellowknife Health and Social Services Board	5	2	40%
Total for Health and Social Services Boards	39	28	72%
Northwest Territories Housing Corporation	23	9	39%
Total of Public Service	383	141	37%

Region	2001		
	Total Management Employees	Number of Women in Management	% of Women in Management
Headquarters	228	77	34%
Fort Smith	96	36	38%
Inuvik	59	28	47%
Total	383	141	37%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Women in Non-Traditional Occupations at December 31

Department/Board	2001		
	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations
Aboriginal Affairs	0	0	-
Aurora College	4	1	25%
Education, Culture and Employment	5	0	0%
Executive	2	0	0%
Finance	4	1	25%
Financial Management Board Secretariat	21	7	33%
Health and Social Services	13	3	23%
Justice	10	3	30%
Legislative Assembly	2	0	0%
Municipal and Community Affairs	11	1	9%
Public Works and Services	72	7	10%
Resources, Wildlife and Economic Development	123	11	9%
Transportation	107	3	3%
Total for Departments	374	37	10%
Beaufort/Delta Divisional Education Council	0	0	-
Commission Scolaire	0	0	-
Deh Cho Divisional Education Council	1	0	0%
Dogrib Divisional Education Council	0	0	-
Sahtu Divisional Education Council	1	0	0%
South Slave Divisional Education Council	0	0	-
Total for Education Boards/Councils	2	0	0%
Deh Cho Health and Social Services Board	0	0	-
Dogrib Community Services Board	0	0	-
Fort Smith Health and Social Services Board	0	0	-
Inuvik Regional Health and Social Services Board	1	0	0%
Slantion Regional Health Board	16	1	6%
Yellowknife Health and Social Services Board	1	1	100%
Total for Health and Social Services Boards	18	2	11
Northwest Territories Housing Corporation	13	1	8%
Total of Public Service	407	40	10%

Region	2001		
	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations
Headquarters	179	30	17%
Fort Smith	157	9	6%
Inuvik	71	1	1%
Total	407	40	10%

Information in this Report does not include the Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Employees Receiving Bilingual Bonus or Language Allowances at December 31

Department/Board	2001		
	Total Employees	Employees Receiving an Allowance	% Receiving an Allowance
Aboriginal Affairs	36	0	0%
Aurora College	172	0	0%
Education, Culture and Employment	202	9	4%
Executive	71	1	1%
Finance	45	0	0%
Financial Management Board Secretariat	133	0	0%
Health and Social Services	148	1	1%
Justice	362	12	3%
Legislative Assembly	32	1	3%
Municipal and Community Affairs	116	4	3%
Public Works and Services	201	3	1%
Resources, Wildlife and Economic Development	378	11	3%
Transportation	249	0	0%
Total for Departments	2,145	42	2%
Beaufort/Delta Divisional Education Council	174	11	6%
Commission Scolaire	15	2	13%
Deh Cho Divisional Education Council	104	17	16%
Dogrib Divisional Education Council	82	24	29%
Sahtu Divisional Education Council	85	20	24%
South Slave Divisional Education Council	205	5	2%
Total for Education Boards/Councils	665	163	25%
Deh Cho Health and Social Services Board	59	17	29%
Dogrib Community Services Board	60	0	0%
Fort Smith Health and Social Services Board	67	2	3%
Inuvik Regional Health and Social Services Board	213	0	0%
Stanton Regional Health Board	329	11	3%
Yellowknife Health and Social Services Board	87	0	0%
Total for Health and Social Services Boards	815	30	4%
Northwest Territories Housing Corporation	94	6	6%
Total of Public Service	3,718	241	6%

Region	2001		
	Total Employees	Employees Receiving an Allowance	% Receiving an Allowance
Headquarters	1,794	39	2%
Fort Smith	752	81	11%
Inuvik	1,17	37	3%
Total	3,719	157	4%

Employee Performance Reviews at December 31

2001			
Department/Board	Number Due	Number Completed	Completion Rate
Aboriginal Affairs	27	13	48%
Aurora College	141	85	60%
Education, Culture and Employment	188	43	23%
Executive	44	11	25%
Finance	39	12	31%
Financial Management Board Secretariat	130	90	69%
Health and Social Services	72	32	44%
Justice	282	189	67%
Legislative Assembly	22	18	82%
Municipal and Community Affairs	87	50	57%
Public Works and Services	177	174	98%
Resources, Wildlife and Economic Development	314	60	19%
Transportation	240	25	10%
Total for Departments	1763	802	45%
Beaufort/Delta Divisional Education Council	176	62	35%
Deh Cho Divisional Education Council	90	65	72%
Dogrib Divisional Education Council	73	17	23%
Sahtu Divisional Education Council	80	19	24%
South Slave Divisional Education Council	187	55	29%
Total for Education Boards/Councils	606	218	36%
Deh Cho Health and Social Services Board	58	15	26%
Dogrib Community Services Board	16	4	25%
Fort Smith Health and Social Services Board	47	16	34%
Inuvik Regional Health and Social Services Board	142	49	35%
Stanton Regional Health Board	300	38	13%
Yellowknife Health and Social Services Board	84	19	23%
Total for Health and Social Services Boards	647	141	22%
Northwest Territories Housing Corporation	88	88	100%
Total Public Service	3,104	1,249	40%

Employee Turnover at December 31

Department/Board	2001	
	Percentage	Turnover
Aboriginal Affairs	6.0%	
Aurora College	17.6%	
Education, Culture and Employment	8.2%	
Executive	13.0%	
Finance	13.8%	
Financial Management Board Secretariat	8.3%	
Health and Social Services	17.6%	
Justice	10.1%	
Legislative Assembly	29.0%	
Municipal and Community Affairs	18.9%	
Public Works and Services	8.5%	
Resources, Wildlife and Economic Development	9.0%	
Transportation	9.0%	
Beaufort/ Delta Divisional Education Council	37.8%	
Commission Scolaire	6.9%	
Deh Cho Divisional Education Council	24.3%	
Dogrib Divisional Education Council	17.3%	
Sahtu Divisional Education Council	30.8%	
South Slave Divisional Education Council	27.5%	
Deh Cho Health and Family Services	13.9%	
Dogrib Community Services	18.9%	
Fort Smith Health Centre	39.8%	
Inuvik Regional Health Board	21.6%	
Stanton Regional Hospital	16.0%	
YK Health and Social Services	14.7%	
NWT Housing Corporation	16.4%	
Overall Average	16.3%	

Region	2001	
	Percentage	Turnover
Headquarters	13.2%	
Fort Smith	16.6%	
Inuvik	24.7%	
Total	16.3%	

Workplace Conflict Resolution at December 31

Department/Board	2001					
	Complaints Received	Complaints Substantiated	Complaints Unsubstantiated	Complaints False/Frivolous	Complaints Withdrawn	Complaints Outstanding
Aboriginal Affairs	0	0	0	0	0	0
Aurora College	5	0	3	1	1	0
Education, Culture and Employment	3	1	1	0	0	1
Executive	0	0	0	0	0	0
Finance	0	0	0	0	0	0
Financial Management Board Secretariat	0	0	0	0	0	0
Health and Social Services	2	0	0	0	1	1
Justice	1	0	0	0	1	0
Legislative Assembly	0	0	0	0	0	0
Municipal and Community Affairs	0	0	0	0	0	0
Public Works and Services	1	0	1	0	0	0
Resources, Wildlife and Economic Development	0	0	0	0	0	0
Transportation	1	0	1	0	0	0
Total for Departments	13	1	6	1	3	2
Beaufort/Delta Divisional Education Council	2	0	2	0	0	0
Deh Cho Divisional Education Council	0	0	0	0	0	0
Dogrib Divisional Education Council	0	0	0	0	0	0
Sahtu Divisional Education Council	0	0	0	0	0	0
South Slave Divisional Education Council	0	0	0	0	0	0
Total for Education Boards/Councils	2	0	2	0	0	0
Deh Cho Health and Social Services Board	1	1	0	0	0	0
Dogrib Community Services Board	0	0	0	0	0	0
Fort Smith Health and Social Services Board	0	0	0	0	0	0
Inuvik Regional Health and Social Services Board	3	1	2	0	0	0
Stanton Regional Health Board	0	0	0	0	0	0
Yellowknife Health and Social Services Board	0	0	0	0	0	0
Total for Health and Social Services Boards	4	2	2	0	0	0
Northwest Territories Housing Corporation	0	0	0	0	0	0
Total Public Service	19	3	10	1	3	2

